PUBLIC SERVICE COMMISSIONER

ANNUAL REPORT 1988

Alberta

89-05151/

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Alberta
LABOUR

Office of the Minister

Also responsible for
LABOUR RELATIONS BOARD
HUMAN RIGHTS COMMISSION
WOMEN'S SECRETARIAT
ADVISORY COUNCIL ON WOMEN'S ISSUES
PERSONNEL ADMINISTRATION OFFICE

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Edmonton, Alberta T5K 2B6
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June, 1989

Honourable Dr. David Carter
Speaker of the Legislative Assembly
325 Legislature Building

Dear Sir:

I have the honour to submit to you the Annual Report of the Personnel Administration Office for the year ending December 31, 1988.

Yours truly,

Elaine McCoy

ELAINE McCOY, Q.C.
Minister Responsible for
Personnel Administration

Alberta

PERSONNEL
ADMINISTRATION OFFICE

Office of the Public Service Commissioner

7th Floor, Kensington Place, 10011 - 109 Street, Edmonton, Alberta, Canada T5J 3S8 403/427-8116

June, 1989

The Honourable Elaine McCoy
Minister Responsible for
Personnel Administration
Room 103, Legislature Building
EDMONTON, Alberta

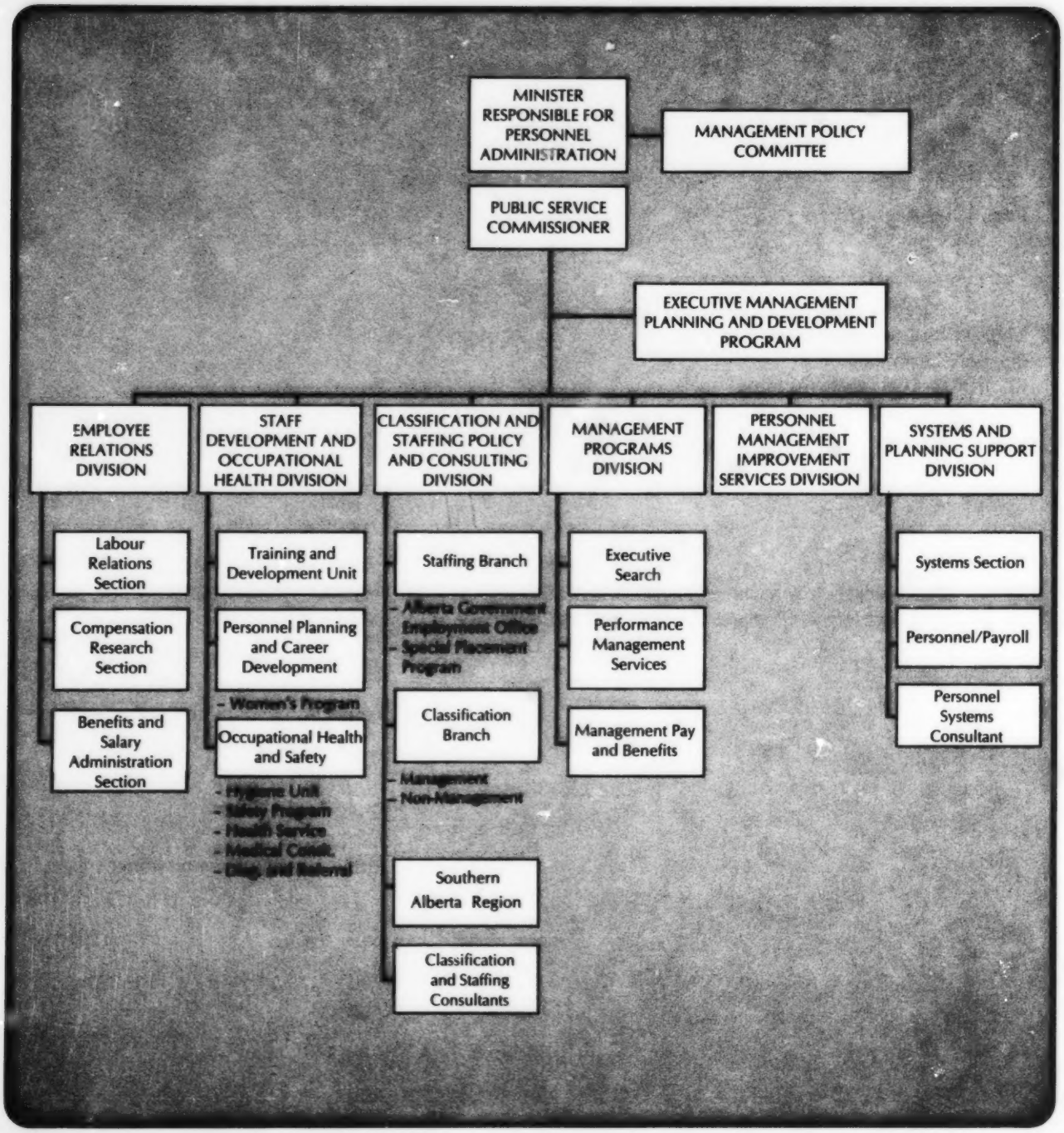
Madam:

I have the privilege to present to you the Annual Report of the Personnel Administration Office, pursuant to the Public Service Act, for the calendar year ending December 31, 1988.

Respectfully submitted,

J.E. DIXON
Public Service Commissioner

PERSONNEL ADMINISTRATION OFFICE
ORGANIZATION CHART
AS OF DECEMBER 31, 1988



Personnel Administration Office Functional Statements

The functions of the Public Service Commissioner and each division in the Personnel Administration Office are as follows:

Public Service Commissioner

Provides advice on personnel policy and legislation to the Minister Responsible for Personnel Administration and to the Government of Alberta. Develops and administers systems to implement policies and practices. Advises and informs the Minister on all aspects of personnel administration. Manages a comprehensive personnel program implemented through divisions of the Personnel Administration Office. Provides advice and assistance to departmental officials on personnel matters.

Employee Relations Division

Responsible for negotiating and administering collective agreements; developing and administering benefit programs; and, compensation research.

Management Programs Division

Responsible for recruiting and selecting senior managers, recommending and developing terms and conditions under which they are employed, and providing management career development and performance management assistance.

Classification and Staffing Policy and Consulting Division

Responsible for staffing activities in the Alberta public service. Conducts a program to assist disabled citizens of Alberta obtain meaningful employment in the public service. Responsible for the ongoing effectiveness of classification plans. Provides a consultative and training service to departments on classification and staffing.

Staff Development and Occupational Health Division

Provides training and development services to assist departments of the Alberta government achieve effective development and utilization of their human resources, consistent with the needs of individual employees and the Alberta public service. Co-ordinates initiatives for female employees and provides career development assistance to departments through the services of the Career Planning Centre and the Resource Centre. Co-ordinates an occupational health and safety program across the public service, aimed at protecting and maintaining the health of employees.

Systems and Planning Support Division

Responsible for the management of systems, personnel/payroll and human resource planning for the Personnel Administration Office. Special projects relating to finance and administration needs, or program development activities, are from time to time assigned to this division.

Personnel Management Improvement Services Division

Responsible for providing an integrated and comprehensive review of personnel programs and services, to ensure they are effective throughout government.

Executive Management Planning and Development Program

Encourages greater mobility at the executive manager level in the Alberta Public Service and with other public and private sector organizations, providing increased opportunities for career growth, and is a vehicle to help meet future needs for qualified senior managers. An Executive Management Planning and Development Committee, comprised of deputy ministers, provides direction in the general strategies to meet these objectives, monitors progress and recommends changes to the program, as needed.

Employee Relations Division

In 1988, arbitration was concluded for the three subsidiary agreements still outstanding for the 1987-88 contract period. Subsidiaries 1, 2, and 12 were awarded increases of 1.5 percent or $32 per month, whichever were to be greater, for the period April 1, 1987 to March 31, 1988.

Bargaining for renewal of the Master and 12 subsidiary agreements began in January. Eleven of the subsidiaries settled by the year end for basic increases of 3.6 percent as of April 1, 1988 and further increases of three percent as of April 1, 1989 and one percent as of October 1, 1989. Negotiations for the Master Agreement and subsidiary 6 (Social Services) were to continue in 1989.

LABOUR RELATIONS

Collective Bargaining

Collective bargaining with the Alberta Union of Provincial Employees began with the exchange of proposals for the Master Agreement on January 29, 1988. The parties exchanged proposals for the bargaining of the 12 subsidiary agreements in July. Thirty-four meetings were held in the bargaining of the Master Agreement with no final resolution reached between the parties. Despite the lack of resolution of some key issues, the potential still existed for the parties to resolve their differences at the bargaining table. Further meetings were planned for January 1989.

Eleven memoranda of agreement were concluded at subsidiary bargaining tables. Eight of these memoranda were ratified during 1988 and three were expected to be ratified in early 1989. No agreement was reached in subsidiary 6, with further meetings scheduled for January 1989.

Effective April 1, 1988, those subsidiaries that settled for a percentage increase received a 3.6 percent increase on the salary grids. Subsidiary 1 received a $65 per month increase on the grid and subsidiary 7 received a $62 per month increase on the grid. In addition, effective April 1, 1989, all subsidiaries that settled will receive a three percent increase on the grid with a further one percent increase on the grid effective October 1, 1989 with some classes receiving additional pay grade adjustments effective at various times during the contract.

The Labour Relations Section assisted the Alberta Research Council, the Alberta Alcohol and Drug Abuse Commission and the Alberta Mortgage and Housing Corporation in their negotiations. Agreement was reached for a 3.5 percent increase on the salary grids for 1988-89. Effective April 1, 1989 there will be provision for an additional three percent increase on the salary grids and a further one percent increase on the salary grids effective October 1, 1989.

Consulting Services

The Consulting Services Branch provides effective labour relations advice and assistance to Alberta government departments. Acting as the primary contact to departments in labour relations matters, the branch responded to requests for contract interpretation and assistance in problem resolution. It also provided support and expertise to the other branches of the Labour Relations Section by assisting in collective bargaining, grievance adjudication and training.

The branch provided labour relations seminars to the personnel community in both Edmonton and Calgary. The seminars presented departments with updated information and encouraged discussion on labour relations issues. Topics included such items as contract interpretations and bargaining unit exclusion issues. The seminars also provided an opportunity to update departments on recent grievance adjudication decisions and collective bargaining progress.

Requests for contract interpretation were monitored, to help update the interpretation manual provided to the personnel community. This process also helped the branch identify issues for collective bargaining.

The branch, as part of its role to assist departments in resolving labour relations problems, continued to hold regular problem-solving discussions with the Alberta Union of Provincial Employees.

Adjudication

During 1988, 426 new grievances were filed at various stages of the grievance process. With 105 unresolved level IV grievances from previous years, a total of 531 grievances were processed in 1988, compared with 495 in 1987.

Of these, 378 were resolved at various stages, and 153 grievances remained unresolved at year end.

A total of 47 cases were scheduled for hearing before adjudication boards. Of these, 18 were adjourned, settled or withdrawn, 15 decisions were issued, and 14 decisions were pending. The total number of adjudication awards received in 1988 was 22 (seven decisions were on cases heard in 1987). Of the 22 awards, ten grievances were denied, four grievances were allowed and eight decisions, in the category "other", dealt with preliminary or jurisdictional issues, as opposed to the merits of the case, or with board decisions not favouring either party.

Another significant area of activity was exclusions from the bargaining unit. The adjudication branch processed 129 requests from departments, some of which were challenged by the Alberta Union of Provincial Employees. The union filed applications before the Public Service Employee Relations Board on behalf of 51 employees who, after two sets of board hearings, were placed into the bargaining unit.

Training

During 1988, the Labour Relations Section focused on the provision of programs to satisfy the in-house needs of departments. Specific programs were provided to the departments of Transportation and Utilities, Public Affairs Bureau and Energy/Forestry, Lands and Wildlife. As well, training programs continued to be developed and delivered in the Personnel Administration Office for participants throughout the government general service.

Programs for personnel practitioners included An Introduction to Employee Relations, Absenteeism and Non-Culpable Dismissal, and The Grievance Adjudication Process. Programs for both line managers and personnel practitioners included Understanding the Collective Agreement, Taking Disciplinary Action, Managing Performance Problems, and Managing Absenteeism.

As required, labour relations consultants provided training support to the Staff Development and Occupational Health Division.

COMPENSATION RESEARCH

The focus of the Compensation Research Branch was to help the Labour Relations Section during collective bargaining in 1988. Beginning in 1987 and continuing into 1988, staff from the branch were involved in preparing the economic-compensation portion of the Employer's Subsidiary Arbitration submissions and providing research support to the employer's representative at the hearings. During the same period, staff also analyzed compensation factors in preparation for the opening of the current round of negotiations.

The branch continued to monitor and analyze the economic environment and market trends for data used in determining compensation for both bargaining unit and non-bargaining unit employees. To prepare for negotiations, a comprehensive compensation market review was initiated in 1987 and completed in 1988. As a result of the need for additional information, and a desire to improve the quality of the final reports, a major review of the information gathering system was undertaken in the second half of 1988. The system enhancements will be used during the 1988 - 89 compensation market update.

In keeping with its major function of providing assistance to collective bargaining, the branch was reorganized and relocated into the Labour Relations Section. The reorganization coincided with an expanded divisional role in the area of electronic data processing, such as implementing and managing a computerized grievance arbitration award index.

Other functions of the branch included participating in a project to examine the impact of the Federal Income Tax Reforms, providing recommendations on part-time committee remuneration requests, responding to compensation surveys and enquiries from both public and private sector employers and providing advice and assistance to crown boards and agencies on compensation issues.

BENEFITS AND SALARY ADMINISTRATION

Group Life Insurance Plans

The Group Life insurance plans - one covering employees in the bargaining unit, the other, managers and other employees excluded from the bargaining unit - provide basic group life insurance for insured employees. This includes accidental death and dismemberment insurance, up to an established maximum. The employer and employee share the premium costs. The plans also provide optional dependent's life coverage with premiums paid by the employee which covers the employee's spouse and children. The plans also give retiring employees $3,000 paid-up life insurance. In addition, the plan for management and excluded employees provides employee-paid optional life insurance.

Employee Relations Division

The claims experience during the plan year ending March 31, 1988 is as follows:

		Group Life Insurance Plan	
		Bargaining Unit	Management and Excluded
A.	Basic Group Life Insurance		
	Deaths	52	9
	Average Claim	$57,923	$109,778
B.	Accidental Death and Dismemberment		
	Claims	4	Nil
	Average Claim	$82,500	
C.	Dependent's Life Insurance		
	Deaths	18	4
	Total Claims Paid	$98,000	$25,000
D.	Retiree's Life Insurance - Deaths	79	11
E.	Optional Life Insurance		
	Claims	Not Applicable	3
	Average Claim		$60,000

Travel-Occupational Accidental Insurance Plan

This plan covers employees who are not covered under the Group Life Accidental Death and Dismemberment Insurance Plan (mainly wage employees). The plan provides benefits in the event accidents causing death or dismemberment occur while employees are performing their duties or travelling on authorized government business. The principal amount of insurance benefit is equal to four times the insured employee's salary to a maximum of $100,000. During the year, five accidental deaths occurred, resulting in claims payments totalling $464,000.

Dental Plans

There are two dental plans, one providing coverage for bargaining unit employees, the other for management and other excluded employees. Coverage under the plans begins after an employee has served one year of continuous service. In each case, employees are reimbursed a portion of eligible dental expenses that they, their spouse and dependent children, incur up to specific maximums. These plans are totally funded by the employer. Additional optional coverage is available to management and excluded employees at their own expense. This coverage reimburses any additional portion of dental expenses incurred and the maximum reimbursement levels are removed.

In 1988, the bargaining unit plan paid benefits of $7,055,500 while $2,672,700 was paid on behalf of employees in the management and excluded plan, including the optional dental coverage.

Extended Medical Benefits Plan

The Extended Medical Benefits Plan provides for 80 percent reimbursement of the cost of prescription drugs and covers other insurable medical services not covered by the Alberta Health Care Insurance Plan. The plan has a $15 annual deductible. The premiums are shared equally by the employer and participating employees. Pensioners who retire early may also participate in the plan until they reach normal retirement age.

The plan was converted, effective July 1, 1989, into a self-insured plan. This change will reduce third party administration costs and earn cash flow interest on premiums, to the benefit of plan participants.

The total benefits paid under the plan during the benefit year ending June 30, 1988 amounted to $5,534,000.

Early Retirement Incentive Program

Employees who retired under the government's Early Retirement Incentive Program during January 1987 to March 1988 could continue to participate in four employee benefit plans (Group Life insurance, dental benefits, extended medical benefits, Alberta Health Care) for 60 months after their retirement date, or until age 65, whichever were to occur first. Of the 1,699 employees who participated in the program, 1,426 were still participating as of December 31, 1988 (273 had either reached age 65 or had died).

Long Term Disability Plans

These plans - one for employees in the bargaining unit, the other for management and excluded employees - provide income for employees who become unable to work due to a long term disability. Eligible employees are entitled to a benefit of 70 percent of salary up to a specified maximum. Benefits are subject to approval by an independent third party claims adjudicator. Contributions to the plan are shared equally by bargaining unit employees and the employer.

At the end of the 1987 - 88 plan year, 639 employees were receiving benefits from the plans. During 1987 - 88, 269 new claims were approved, and 28 claims were declined. Of the 407 employees who came off the plan during the year, 166 returned to their job or took similar employment, 31 returned to gainful or rehabilitation employment, 26 reached age 65, 116 retired, 26 died and 42 resigned.

The plans paid $8,562,741 in benefits in 1987-88.

Management Programs Division

The responsibilities of the Management Programs Division focus on the effective utilization and development of the Alberta government's management group.

In 1988, the division increased emphasis on consultation and training in the design, evaluation and operation of performance management systems. To help promote the development of management skills, greater emphasis was also given to activities aimed at facilitating career mobility through developmental assignments, rotation or secondments.

EXECUTIVE SEARCH

This section provides a recruitment and selection service to departments in staffing executive management positions. It develops systems, procedures and services to facilitate developmental initiatives for the management group, with particular emphasis on the manager and senior manager classes.

The section handled 30 competitions in 1988, a level similar to that in 1987. Six of these were still in progress at year end and two were discontinued prior to staffing. Twenty of these competitions were advertised as open to all interested candidates, seven were limited to government employees only and three were limited to departmental employees.

Twenty-two of these positions were at the Executive Manager I level and four were at the Executive Manager II level. In addition, assistance was provided in the staffing of three senior official positions and one senior manager position. Of the 22 positions staffed at year end, 16 were filled by internal candidates.

Fourteen positions were exempted from competition. Six positions were filled by lateral transfers, seven represented promotional opportunities and one was a demotion.

Consultative services continued to be provided to departments in the selection of external executive search consultants for specific search assignments.

A program outline for a manager career mobility program had been developed. This program is aimed at facilitating the movement of managers through developmental assignments across departments, or between the Alberta government and these organizations: the municipal and federal levels of government, and companies in the private sector. In 1988, four candidates were selected for the Western Career Assignment Program, which supports Alberta's management development initiatives by providing specific managerial training and subsequent work assignments. The section was also active in working with Interchange Canada and with departments on developmental assignment opportunities.

PERFORMANCE MANAGEMENT SERVICES SECTION

The Performance Management Services Section, established November 1, 1987, sought government-wide input on its purpose and activities related to the management of performance. The program was developed accordingly.

An information resource centre was created for government departments. It has information on performance management systems, including data on current departmental approaches as well as concepts and systems of various private and public sector employers. An introductory training package was developed for delivery exclusively by departmental training staff, or jointly with section staff. Consultative assistance was provided on request to many government departments in their review, design and evaluation of performance management systems.

The section continued to develop policy and provide advice to government departments on staff relations, discipline, severance packages, position abolishment, the Code of Conduct and Ethics for the Alberta public service, and downsizing, as it relates to management and opted out and excluded employee groups. A review was undertaken of bridging formulas and other severance packaging concepts. A one-day seminar for senior management staff, entitled Management Staff Relations and the Law, had been developed and was to be presented in February 1989.

A capability for monitoring and reporting on the composition of the management group was established to assist in the identification of needs for new or enhanced human resource strategies. An initial report and analysis is being completed and will be made available to all program areas of the Personnel Administration Office and to government departments as an aid in their planning processes.

MANAGEMENT PAY AND BENEFITS

The activities of this section included ongoing responsibilities for the pay and benefit programs of Alberta government managers and physicians, as well as those on employment contracts or assigned to international service. In this regard, the section assisted in the interpretation, maintenance and amendment of applicable regulations and guidelines.

During 1988, Cabinet approved a 3.6 percent adjustment to salary ranges for the management group, with special adjustments made in certain ranges to realign specific pay relativities. Deputy ministers were authorized to adjust individual management salaries based on performance.

Management Programs Division

The second edition of the Personal Benefits Profile Statement for management employees was published. Feedback on it from managers was extremely positive. The individualized benefit statements was an effective tool in communicating to employees the value of their annualized pay and benefits coverage. Work was underway on a third edition.

As a result of changes made in 1987 to the employment contract guidelines, a handbook was produced on pay and benefits for both salaried and contract medical and dental officers.

Classification and Staffing Policy and Consulting Division

The Classification and Staffing Policy and Consulting Division ensures sound and equitable classification plans. It provides leadership in policy development, consultation and program services to maintain a qualified workforce.

The management and non-management classification branches amalgamated into one classification branch. Management classification authority continued to be delegated to departments. The classification and staffing consulting function was implemented.

CLASSIFICATION BRANCH

The Classification Branch provides consultative services to departments in their application of decentralized management and non-management authority. The Branch maintains the classification plans; maintains and updates information reporting systems to assess the impact of delegated classification activity on the management and bargaining unit classification plans; and, allocates executive management and central support positions.

Management Classification

During 1988, management classification authority continued to be delegated to departments, as approved by the Management Policy Committee of Cabinet in March 1987. Policies and procedures were amended to reflect this process of delegation; training and resources were offered to departments to facilitate the change. As of December 31, 1988, delegation agreements had been signed with all but four departments, and discussions were in progress to conclude those four agreements by early 1989.

Branch staff continued to offer a consultative service to departments with delegated authority and to allocate executive manager and key positions for those departments. Delegated decisions were reviewed for consistent application of the Management Classification Plan with feedback provided in quarterly and annual reports.

In the interim, "central support" positions (management positions within government providing departmental support services - personnel, finance, systems and administration) continued to be allocated by staff in the Classification Branch.

Training services on management classification processes were offered to the personnel community.

Non-Management Classification

Classification Services

Classification analysts continued to provide advice and service to a number of government departments. Services included: providing advice on class usage; making recommendations on complex allocations; assisting in the preparation of briefs for classification appeals; responding to requests for new or revised class specifications; facilitating training needs; identifying position comparators; and, responding to specialized requests.

Training

The branch provided training in non-management classification processes to personnel practitioners and line managers. Two scheduled classification courses were conducted for 47 participants. In addition, Job Description Writing was delivered to 24 participants. Briefing sessions were offered to all departments on the revised Systems Analyst I-IV series.

Cyclical Audits

During the year, cyclical audits were conducted on both the Administrative Officer and Research Officer class series. Following a review of the results and discussions with departments, it became apparent that the class specifications should be reviewed. A review will occur in 1989.

Review and Reporting

An assessment of the Review and Reporting System, which provides information on the application of the bargaining unit and opted out and excluded classification plan, was completed and a revised system implemented. Micro-computer applications are being developed in support of the analysis and the reports required. The new focus of the system is to broaden classification indicators and eliminate detailed review of activity.

Classification Plan Review

New or revised specifications have been completed for 17 classes. Eight of these classes resulted from the completion of class series reviews for the Systems Analyst and Motor Transport Officer series. A series review has been undertaken to develop a four- level Research Scientist class series. New benchmarks have been completed for nine positions. Twenty classes have been deleted from the classification manual and an updated list was developed of classes being monitored for abolishment.

The guidelines for completing series reviews have been revised. This included revisions to the procedures for writing class specifications and benchmark positions, and the drafting of recruitment standards.

Classification expertise and support were provided to the Personnel Administration Office's labour negotiators in collective bargaining. Numerous requests for special pay adjustments were reviewed for bargaining in 1988.

STAFFING BRANCH

The Staffing Branch is responsible for recruitment and selection programs, and staffing activities in the Alberta public service. The branch also assists departments in the administration of staff redeployment and position abolishment. In 1988, the focus of the work had shifted towards assisting departments with recruitment, particularly to develop strategies for attracting well-qualified candidates to hard-to-recruit positions. In addition, the branch conducts a program to assist disabled citizens of Alberta obtain meaningful employment in the public service.

In 1988, a total of 2,180 competitions were conducted within the Public Service, an increase of 640, or 41 percent, over 1987. A total of 75,396 applications were processed, up from 59,694 in 1987, an increase of 26 percent.

The branch continued to deal with downsizing, position abolishment and coordinating the placement of employees affected by position abolishment into available positions within Alberta government departments. The 1988-89 position reductions resulted in 102 employees being served position abolishment notices. Of these, 32 employees had been placed in permanent positions, 51 had resigned, retired or refused offers of employment, 10 (five of whom were placed in alternative positions) had their rights for referral to existing vacancies expire, and nine retained their rights for referral to available positions.

The branch presented two recruitment and selection training modules for new members of the personnel community. The training sessions focused on legislation and preparation for the interview. A one-day training session was provided to update clerical personnel involved in recruitment and selection support. Advice and support was provided to departments developing proposals to increase the level of involvement of line managers in staffing.

The branch is responsible for the review and enhancement of staffing methods and practices. It assumed the lead role in testing a newly-developed computer system for recording and processing staffing transactions. This system was designed to reduce turnaround times by electronically transmitting data, to provide more complete and current information, and to ensure quick access to various transactions. The actual requirements were developed by a working committee consisting of representatives from departments, the Personnel Administration Office and systems. In conjunction with the working committee, the unit developed a comprehensive user manual. Fourteen departments were involved in pilot testing the system. Users received training and ongoing assistance with questions or problems through the combined efforts of the Systems and Planning Support Division and the Staffing Branch of the Personnel Administration Office. The pilot testing will continue in 1989.

The Staffing Branch embarked on a general strategy aimed at improving the effectiveness of staffing actions through the use of a broader array of assessment techniques and by encouraging innovative approaches to recruitment and selection. To complement this initiative towards increasing the quality of the staffing process for both job applicants and hiring supervisors, the branch also undertook a review of the administrative requirements associated with competitions, to streamline the paperwork burden wherever possible. This two-pronged strategy is intended to increase the capabilities, confidence and satisfaction of line departments with the recruitment and selection process and to enhance the idea that staff selection is primarily a line activity. Program development work is being handled jointly with representatives from departmental personnel offices.

Special Placement

The Special Placement Program assists individuals who require specialized help to obtain work. It provides them with an opportunity to acquire skills through work experience projects. Clients include those who are physically, emotionally or mentally disabled and individuals who are over age 45. In 1988, 35 percent of the clients assisted were either physically or emotionally/mentally disabled.

Program staff successfully referred six clients to Summer Temporary Employment Program (STEP) projects and three clients to Priority Employment Program (PEP) projects which were specifically established for special placement clients.

Of those clients who completed work experience projects in 1988, 40 percent were successful in obtaining subsequent employment with either the Alberta government, or with other employers, 31 percent are employable and seeking employment, 20 percent were not interested in obtaining further employment, and nine percent were considered incapable of competitive employment. In addition to one-month assessment and work experience projects, placements were made in permanent, wage, project and tempo-

Classification and Staffing Policy and Consulting Division

rary positions with Alberta government departments, as illustrated in the table entitled Special Placement Program Statistics 1988 on page 29 of this report.

Special Placement Program staff continued to participate in training programs for departmental personnel administrators, to increase their awareness of the needs and abilities of disabled persons and to identify occupations suitable for them. Staff also worked with other agencies which deal with disabled persons to assist program clients and clients of other agencies.

Work Experience and Work Study Programs

The Work Experience Program is funded by Alberta Career Development and Employment. It is designed to provide work experience for credit in an occupational area of the student's choice. Students in the Work Study Program are enrolled in a specific course and must complete a field placement as part of this course.

For the 1987 - 88 school year, departments identified 196 potential worksites for placement for work experience and work study students. A total of 178 student referrals were received resulting in 130 placements. The program was unable to place 21 students due to lack of available worksites in the occupational area requested, and 27 students cancelled their requests.

CLASSIFICATION AND STAFFING CONSULTANTS

The new classification and staffing consulting function, proposed in the 1987 reorganization of the Personnel Administration Office, began operating with the hiring of two consultants in the spring of 1988.

The primary role of the consultant is to establish and maintain effective communication links between departments and the Classification and Staffing Policy and Consulting Division, to facilitate meeting government-wide classification and staffing program needs.

In July, August and September, the consultants held introductory meetings with all departments. These meetings were to provide some background on why the positions were created, discuss the consultant role, and discuss any concerns or issues the departments had in the classification and staffing areas.

SOUTHERN ALBERTA REGION

The Southern Alberta Regional Office, located in Calgary, provides assistance and consultation to line management, department personnel officers, employees and the public in the Southern Alberta Region - the area south of Red Deer. All divisions of the Personnel Administration Office are represented, as well as the Minister's and Public Service Commissioner's Office, as required. Community contacts have been maintained through membership on advisory committees, participation in salary surveys and consultation with municipalities, agencies and businesses. This office is also responsible for conducting special projects in classification and staffing in support of the mandate of the Classification and Staffing Policy and Consulting Division.

Staffing

The office continued to co-ordinate advertising and review exemption requests in the region, as well as ongoing recruitment and placement of administrative support personnel. These areas all experienced a significant increase in activity. Staff continued to co-ordinate competitions and chair selection panels as required by departments. The chairman of the Recruitment Standards Committee, a member of the regional office staff, continued to develop new or amended recruitment standards, provided interpretation of existing standards, and responded to issues arising from technical changes and new legislative requirements.

Projects included the development of an alphabetical index for the Recruitment and Selection Manual and the production of a training package for the use of departments which plan to involve line management further in the recruitment process.

Although downsizing activity was reduced this year, considerable involvement did centre around the final phase of the Alberta Petroleum Incentive Program and the consequent redeployment and abolishment activities involved.

Classification

Staff were responsible for the allocation of all positions in the management plan until departments received their respective delegated authority to do this themselves. In addition, the office allocated all management positions in Social Services until that department received delegated authority in July. With the full responsibility for non-management classification being re-allocated to the Classification Services Branch as of March, 1988, Calgary staff provided allocation assistance on an ad hoc basis. Several projects have been undertaken including the current review of the Welfare Program Supervisor Series which proceeded upon completion of the development and testing of the audit questionnaire.

Staff Development and Occupational Health Division

The Staff Development and Occupational Health Division saw a year of change, in which organization development consulting services were discontinued. A more critical review of management training programs (evaluated and re-assessed) took place, with a view to re-design these, as necessary, to meet the future needs of management in the Alberta public service.

The Personnel Planning and Career Development Branch continued to expand its services. Two such initiatives included the piloting of self-directed learning instruments, and the establishment of the Resource Centre where Alberta public service employees were able to access career counselling services and resource materials.

The Occupational Health and Safety Branch was transferred to the former Organization Development Division to form the new Staff Development and Occupational Health Division in late 1987. The branch continued to provide support services aimed at preventing injuries at government worksites and at protecting and promoting the health of employees.

Efforts to provide responsive services to client departments with an emphasis on educational strategies continued to be this division's priority.

TRAINING AND DEVELOPMENT BRANCH

In 1988, the Training and Development Branch provided consultative services to promote and support the implementation of the Human Resource Planning process and the Employee Performance Appraisal System within departments.

In keeping with the goal for cost effectiveness and qualitative program administration of programs which are not part of the core management development series of programs, the administrative function of an additional seven programs has been transferred to the University of Alberta.

During 1988 the Training and Development Branch was involved in the following projects:

Senior Executive Development Program

This unique program for executive managers of the Alberta public service, commenced in 1987, is the result of a collaborative venture between the division and the Business Faculty of the University of Alberta. The program, conducted under the auspices of the university, consists of a series of five modules that together form a comprehensive program of studies for executive managers. The topics of the five modules include:

- Economic and Political Environment
- Human Resource Management
- Management Systems and the Management of Organizational Change
- Financial Planning and Control
- Legal and Social Environment

The program met its objectives in 1988 and will continue in 1989.

Symposium

A 2 1/2 day symposium was sponsored for managers in the Alberta public service. Its theme was The Insightful Manager. A number of speakers addressed the symposium, including elected officials, deputy ministers, and nationally and internationally recognized speakers. More than 300 managers attended this event.

Customized Training Programs

In response to needs identified by department managers who continue to undergo re-organizations and face the task of managing with limited resources, the following programs were offered to work units in departments:

- Leadership for Change
- Team Effectiveness
- Training for New Trainers

Review of the Core Management Development Programs

To ensure that the core management development series of programs meet the changing needs of Alberta public service managers from feeder groups to senior managers, the Core Management project continued into 1988. Two management profile assessment tools were piloted with a group of managers. An advisory committee made up of human resource specialists and line managers identified the content areas for two new programs that will be designed in 1989.

Staff Development and Occupational Health Division

Self-Study Programs

In response to government-wide reductions in training and travel budgets, this unit continued to explore alternative training methods. Five training programs were developed in a self-study format with an advisor assigned to each program to act as a content expert. Participants can contact this person by telephone to ask questions and clarify material. These five programs are:

- Dealing With the Public
- Memo and Letter Writing
- Report Writing
- English Usage and Grammar
- Interpersonal Communication

PERSONNEL PLANNING AND CAREER DEVELOPMENT BRANCH

The Personnel Planning and Career Development Branch continued to offer programs and services to ensure that all government employees had the same opportunities for employment and career development. To fulfill the goals of this mandate, services and resources are provided to Alberta public service employees from three major areas of this branch:

The Career Planning Centre

The Career Planning Centre has expanded its services to include all permanent and temporary salaried employees. Services include individual, group, and correspondence career planning assistance and career counselling skills training for personnel administrators.

New resources and programs in 1988 included:

- Catalogue of Occupations of the Alberta public service, which outlines career paths leading to and from each position
- A Career Planning Guidebook for departmental personnel administrators
- Correspondence career planning program, re-designed to incorporate audio cassettes
- Two new workshops: Job Satisfaction and Career Development for Professionals

The Resource Centre

In 1988 a new resource centre evolved from the amalgamation of materials from Training and Development, Occupational Health and Safety, and Personnel Planning and Career Development. The centre provides books, audio and visual cassettes, self-study materials, periodicals and consultant information on topics of: management, training, employment equity, women's issues, health and safety, and several other professional and personal development topics. A library technician is available to assist government employees with specific requests.

The Women's Program

This program was established in 1977 to assist women in achieving their career potential within the Alberta public service.

A review of all the training programs for women was undertaken in 1988 resulting in the updating of information, re-design, and integrating of some programs for men and women.

Training statistics were monitored indicating that women represented 54 percent of the total attendees on training courses.

A policy on career development for women was developed to encourage a variety of developmental options as a means of preparing women for more senior positions.

There were on-going consultations with women's co-ordinators in all departments to provide resource and support for on-going departmental programs.

Consultations were held with agencies knowledgeable on issues which affect the workplace, such as the Alberta Human Rights Commission and the Women's Secretariat.

Publication of material for the information/resource series was continued and includes: Barriers to Women's Advancement, Sexual Harassment, Preparing for the Management Interview, and The Women's Program.

OCCUPATIONAL HEALTH AND SAFETY BRANCH

The Occupational Health and Safety Branch continued to provide program co-ordination and support services aimed at preventing injuries at government worksites and at protecting and promoting the health of employees.

Occupational Safety

The Occupational Safety Unit provides consultation and resource services to departments in the areas of worksite evaluation, safety education, accident reporting and investigation, and emergency evacuation. The unit also serves as a resource to the Government/A.U.P.E. Occupational Health and Safety Committee.

Staff Development and Occupational Health Division

Safety education of managers, supervisors and employees continues to be vital to the maintenance of an effective Occupational Safety Program. During the past year work began on converting two occupational safety education courses to a distance delivery format: employees not located near a major centre have access to training to help them gain the knowledge necessary to perform their work safely.

The courses were Implementing Safety Practices for Supervisors and Joint Work Site Committee training for committee members. Three pilot courses have been conducted for the last course Implementing Safety Practices, and the response to the distance learning format has been favorable. This last course will be offered in 1989 in both the distance learning and group delivery formats.

During the summer of 1988, work commenced on converting the Joint Work Site Health and Safety Committee training material to the distance learning format. A number of pilot courses will be conducted to evaluate the course material in 1989.

To meet the requirements of the pan-Canadian program Worksite Hazardous Materials Information System (W.H.M.I.S.), implemented early in 1988, departments have been extensively involved in conducting orientation and training sessions for employees who use, handle or store hazardous chemicals. W.H.M.I.S. education and training will continue to be a major thrust for departments.

A major responsibility of the Occupational Safety Unit is to provide assistance and consultative services to those departments without occupational health and safety professionals on staff. In 1988, this included worksite inspections, hazard evaluation, on- site training and orientation, interpretation of occupational health and safety legislation, providing resources to health and safety committees, and providing advice on resolving valid concerns.

The continued approach by management and the Alberta Union of Provincial Employees to work together to improve safety in the workplace is a key strength of the safety program. In 1988, the Safety Unit, with departments and the A.U.P.E., completed a revision of the Occupational Safety Program. The major changes made pertained to joint worksite health and safety committees. An election procedure to select worker representatives was established, and the validation procedure for handling concerns was reduced to four levels from five, with deputy ministers forming the third level.

The Government/A.U.P.E. Committee also advised on other program issues including the public service accident/ injury rates, office environmental factors, accident prevention awareness during Canadian Occupational Health and Safety Week, and health education for workers.

Departmental and joint worksite health and safety committees continued to function and provide advice on program issues relevant to the departmental and worksite concerns.

Occupational Hygiene

The Occupational Hygiene Section continued to provide technical advice and support to assist departments in minimizing potential health hazards at worksites. Approximately 120 indepth worksite surveys were conducted for departments in 1988. Surveys included assessment of the worksite environment and recommendations for corrective action where necessary.

A further 150 chemical safety data sheets were prepared in 1988 and distributed to departments. Chemical safety data sheets included information on the potential health effects of chemical products, safe handling procedures, storage, first aid, and emergency fire and spill procedures.

During the year, implementation of the Workplace Hazardous Materials Information System (W.H.M.I.S.) began. The major areas completed were the preparation of a comprehensive manual for W.H.M.I.S. trainers, a brochure, a poster, a symbols poster, and worksite labels in two sizes. In addition, over 100 trainers from departments participated in the one day trainers course.

Departments have now commenced their own employee in-house training using the above resources. During 1988, a CD-Rom player was obtained along with CCINFO discs from the Canada Centre for Occupational Health and Safety. This enables departments to access chemical hazard information for more than 35,000 different chemicals and commercial products.

The section also set up a computerized chemical inventory system for all government departments to enable them to initiate the W.H.M.I.S. educational components. Departments will be expected to update and maintain these systems in the future. Finally, the section updated the 900 Personnel Administration Office format chemical safety data sheets to comply with general W.H.M.I.S. requirements. Distribution to departments will take place early in 1989.

The section developed, co-ordinated, and conducted a number of new courses for the occupational health and safety community in government. These courses included Welding Hazards, Respiratory Protection, Laboratory Fumehoods and Fumehood Systems, W.H.M.I.S. Training and W.H.M.I.S. - For Trainers.

Staff Development and Occupational Health Division

A comprehensive code of practice was prepared on respiratory protection for use as a guide by departments in preparing their own specific codes. A policy on hazardous materials and W.H.M.I.S. was published during the year to help departments comply with the legislation. The section continued to review proposed ventilation plans for new and upgraded facilities such as offices, hospitals, pesticide and chemical storage buildings, correctional centres, and research institutions.

A major study was conducted at the new Swan Hills Waste Management Plant to determine the exposure of Alberta Environment employees monitoring the stack emissions of dangerous contaminants such as PCB's, furans, chloroform and carbon tetrachloride. This monitoring was performed during the test burns of the incinerator during the winter and spring of 1988. No hygiene problems were discovered from the monitoring results. A pilot project has also commenced in conjunction with Alberta Environment on the feasibility of conducting routine worksite surveys in hygiene.

Major literature searches were completed for departments on such topics as carbonless paper, lindane, carbon arc welding, mercury disposal procedures, and hexavalent chromium in welding fumes. Also, due to the increasing demands on the section in the area of microbiological expertise, an ongoing contract was developed to cover analysis and consultation on dangerous pathogens, such as salmonella and legionella in air and water samples, which may be found in government premises. This is an area of potentially high health risk with enormous impact for the spread of infection throughout a large complex.

Occupational Health Service

The focus of the Occupational Health Service in 1988 was on redefining responsibilities in relation to departmental priorities and employee health. Recommendations made in the 1987 Roles and Responsiblities Evaluation Report prepared by the Occupational Health Service were addressed. Twenty seven recommendations have been successfully completed. Eleven recommendations were in progress, to be completed in early 1989. An important first step was the development and publication of a government wide health and safety policy which will be the basis for developing service-wide occupational health related policies and services in consultation with departments.

In March 1988, a policy on Acquired Immune Deficiency Syndrome (AIDS) in the workplace was developed to assist departmental management in preventing or alleviating problems which may occur if the incidence of the illness continues to increase. The policy is aimed at ensuring fair treatment of infected employees and establishing infection control measures, where necessary, to protect health and safety. Detailed procedures on wounds and bleeding management and artificial respiration are included in the first aid manual available in all government first aid rooms. All first aid rooms were equipped with gloves, masks, gowns, and one way value-pocket face masks. In addition, AIDS education and awareness programs were developed in consultation with the Sexually Transmitted Disease Control experts. To date, 176 education sessions were delivered to 2,868 public service employees.

The video display terminal education program was revised with more emphasis on ergonomic-related concerns. This program was piloted in the Department of Hospitals and Medicare. Over 400 employees were involved in this two-day training program. In addition, strategies to evaluate program effectiveness were developed and administered. Evaluation results indicate the program will benefit all VDT operators and management planning to purchase equipment. This tested program model is now offered to other departments.

The Back Injury Prevention Program continues as a high profile preventative measure to reduce the incidence of back injuries. Working with departments, this program will be further enhanced by Occupational Health Service in the next year.

The Personal Health Assessment Program, piloted in the Personnel Administration Office, Public Works Supply and Services, and Alberta Occupational Health and Safety, was completed. This program was offered to employees 35 years old and older. The purpose of this program is to assist participants in the identification of personal health risk factors and to motivate and assist them in the reduction of the risks. This approach re-enforces the message of wellness for individuals so that they can be productive throughout their working career and into retirement.

Legislated medical surveillance programs for those employees exposed to noise, silica, asbestos, lead, and pesticides continue as a priority. The Hearing Conservation Program policy was being revised to ensure every measure is taken to reduce the incidence of occupational related hearing loss among public service employees.

Medical monitoring for high risk groups has been streamlined. Departments and the Personnel Administration Office's medical consultant, use job analyses and generic job descriptions to provide the basis for comprehensive examinations to ensure employees are capable of performing their duties in a healthful and safe manner. Statistics for programs by region are provided on page 27.

Staff Development and Occupational Health Division

Medical Consultant

The medical consultant conducts and co-ordinates the medical aspects of the various occupational health and safety programs and provides consultation to departments in the area of occupational medicine. Key activities in 1988 included co-ordination of 296 medical examinations for selected risk groups and the convening of 38 employee medical reviews at the request of departments.

Diagnostic and Referral Service

During 1988, the Diagnostic and Referral Service continued to evolve in meeting the behavioral health needs of Alberta public service employees. A comprehensive study was carried out to assess the need for a wellness program in the Alberta government, and considerable preliminary work has been done in developing educational workshops and seminars on a wide range of topics on wellness. The Diagnostic and Referral Service also hosted a one-day wellness conference that was attended by 75 employees from various departments. Ten major seminars were provided on interpersonal effectiveness, assertiveness and emotional stability, managing the troubled employee and combating stress in the workplace. Another 25 interventional seminars were given in response to the unique needs of specific work situations.

On the clinical side, the Diagnostic and Referral Service was required to expand significantly its role in providing consultation to managers and supervisors in dealing with employees experiencing behavioral health problems. Specialized career assessment and guidance was provided to employees who had to leave government service because of the restraint program. Because of overburdened therapeutic resources in the community, it was also necessary to incorporate a degree of treatment service in our assessment and referral function with individual employees. Since a higher proportion of the referrals had to be directed to general physicians, the Diagnostic and Referral Service enlarged the scope of diagnosis and consultation to the referral resource.

There were 499 referrals to the behavioral health program. Of these, 380 (76 percent) were first time referrals, and 119 (24 percent) were repeat referrals. Two hundred seventy-three (55 percent) of the clients came from Edmonton, 154 (31 percent) from Calgary, and 72 (14 percent) from other parts of the province. The Diagnostic and Referral Service maintained its direct clinical and preventive-educational services in Grande Prairie, Peace River, Red Deer, and Lethbridge. Effort was made in developing professional relationships with clinical resources in the community, and with the Member Counseling Unit of the Alberta Union of Provincial Employees. Government publications informed public service employees on the services available to them from the Diagnostic and Referral Service.

Systems and Planning Support Division

Systems

The development of the Staffing Component of the Alberta Personnel Information System, Cross-Government (A.P.I.X.) was completed in 1988. The staffing component was undergoing pilot testing in 14 departments. If the component proves effective, cross-government implementation is intended to commence in April 1989.

During 1988, a study was undertaken with Alberta Public Works, Supply and Services to review some concerns raised by users of the three major human resource management information systems (HRMIS): APIX, Absent Time Reporting System (A.T.R.S.) and Personnel Information Access System (P.I.A.S.). These are used by most Alberta government departments. The result of the study was a recommendation report reviewed by the HRMIS Steering Committee, and subsequently resulted in the undertaking of enhancements to these systems to address user concerns. These enhancements will allow better and easier access to personnel information, and provide more current information and enhanced reporting facilities.

Personnel Systems Consulting

This program was established in March 1988. The program's personnel systems consultant developed a departmental systems usage inventory, provided consulting services to departments on automation of personnel functions and information requirements, and trained departmental personnel staff in the use of the current version of APIX, as well as the APIX staffing component. Consulting services were also provided to the Personnel Administration Office divisional staff on their automated information needs. Demonstrations of departmental personnel systems applications were organized and delivered.

Human Resource Planning

In March 1988 a Human Resource Planning Policy was issued to all departments. This non-proscriptive policy establishes a general framework within which departments can conduct their own planning activities. Information on human resource planning tools and programs were available from the division. A model of human resource planning was made available to deputy ministers.

Personnel Management Improvement Services Division

In 1988, its first year of operation, activities in the Personnel Management Improvement Services Division were largely developmental. With input from departments and Personnel Administration Office divisions, the mandate, operating systems and procedures, including the development of a comprehensive personnel program review mechanism, were finalized.

Divisional staff were recruited and the review process was piloted in two departments - Attorney General and Solicitor General. These pilot studies, which used input from line managers, produced a number of recommendations to improve personnel programs and services. Also, subject to a few small modifications, the pilot studies verified that the review mechanism was effective. Preparations commenced to implement the review program in the other departments in 1989 and 1990.

STATISTICS

Occupational Health Service Statistics 1988

	Grande Prairie	Edmonton	Red Deer	Calgary	Lethbridge	TOTAL
	(combined)					
Medical Surveillance						
Audiometry (Noise)	1,292		237	293	243	2,065
Pulmonary Function (Dust)	190		9	47	43	289
Lead Exposure	35		—	7	—	42
Pesticide Exposure	20		4	2	29	55
TOTAL	1,537		250	349	315	2,451
Medical Examinations						
Preplacement	88		2	7	—	97
Periodic	160		2	8	29	199
TOTAL	248		4	15	29	296
Health Promotion						
Blood Pressure Screening	2,663		264	257	476	3,660
Personal Health Assessment	56		2	18	2	78
Joint Occupational Health and Safety Walkthrough Surveys/Audits	4		2	0	3	9
Health Complaint Investigations	28		10	21	8	67
TOTAL	32		12	21	11	76

Occupational Health Service Statistics 1988

	Grande Prairie	Edmonton	Red Deer	Calgary	Lethbridge	TOTAL
	(combined)					
Health Education (participants)						
Hearing Conservation	111		5	24	91	231
Pulmonary Fibrosis	—		—	10	—	10
Lead Health Effects	—		—	14	—	14
The Facts About AIDS	1,785		573	310	200	2,868
Back Injury Prevention	439		190	163	230	1,022
Office Ergonomics for VDT Operators	426		—	21	15	462
Smoking and Health Effects	46		65	45	—	156
Insect Bites	20		7	—	146	173
Rabies	—		7	16	146	169
Healthy Lifestyles	12		—	—	—	12
Nutrition	57		143	—	—	200
Prevention of Heart Disease	—		23	20	—	43
Fitness	—		—	—	—	—
Cancer Prevention	26		—	114	20	160
Alcohol and Drug Abuse	59		—	—	—	59
Heimlich Maneuver	143		4	16	96	259
TOTAL	3,124		1,017	753	944	5,838
Health Counselling and Referrals	513		350	84	81	1,028
Occupational	68		66	17	5	156
Non-Occupational	445		284	67	76	872
Male	288		190	36	41	555
Female	225		160	48	40	473
Referrals to:						
Diagnostic and Referral Unit	8		5	2	0	15
Physicians	77		15	1	4	97
Other	6		7	1	2	16
First Aid Program						
Orientations	38		4	20	15	77
Workshops	31		12	16	3	62
Participants	171		34	91	15	311

Occupational Health and Safety Program 1988

Program	Number of Courses	Number of Participants	Days of Duration	Training Days
Assertiveness and Emotional Stability	2	52	2	104
Combating Stress in the Workplace	1	28	1	28
Defensive Driving	4	53	1	53
Emergency Modular First Aid	1	8	1	8
Emergency Roadside Survival	1	13	2	26
Human Relations Effectiveness	1	17	2	34
Implementing Safety Practices (1 day)	1	10	1	10
Implementing Safety Practices (2 day)	1	13	2	26
Joint Worksite Health and Safety Committee	1	18	1	18
Laboratory Fumehoods and Fumehood Systems	1	16	1	16
Managing the Troubled Employee	1	21	1/2	10.5
Respiratory Protection	1	21	1	21
Standard Modular First Aid	3	45	2	90
Workplace Hazardous Materials Information System	4	100	1	100
TOTALS:	**23**	**415**	**18.5**	**544.5**

Special Placement Program Statistics 1988

New Clients Accepted to the Program:	55	
Clients Accepted from Previous Year:	47	
Categories of Disadvantaged:	Physically Disabled	33%
	Emotionally/Mentally Disabled	2%
	Over Age 45 Years and Lack Recent Work Experience	20%
	Over Age 45 Years and Re-entering Labour Market	45%
Placements:*	Type of Positions:	
	Work Experience	51
	Wages	19
	PEP/STEP**	9
	Temporary	1
	Permanent	1
	Assessment	3

Interviews:	Initial (Clients)	Follow-up (Clients)
	82	101

* These figures do not include disabled persons hired who did not require the assistance of this program.

** Priority Employment Program/SummerTemporary Employment Program

Staff Development Leave* 1988

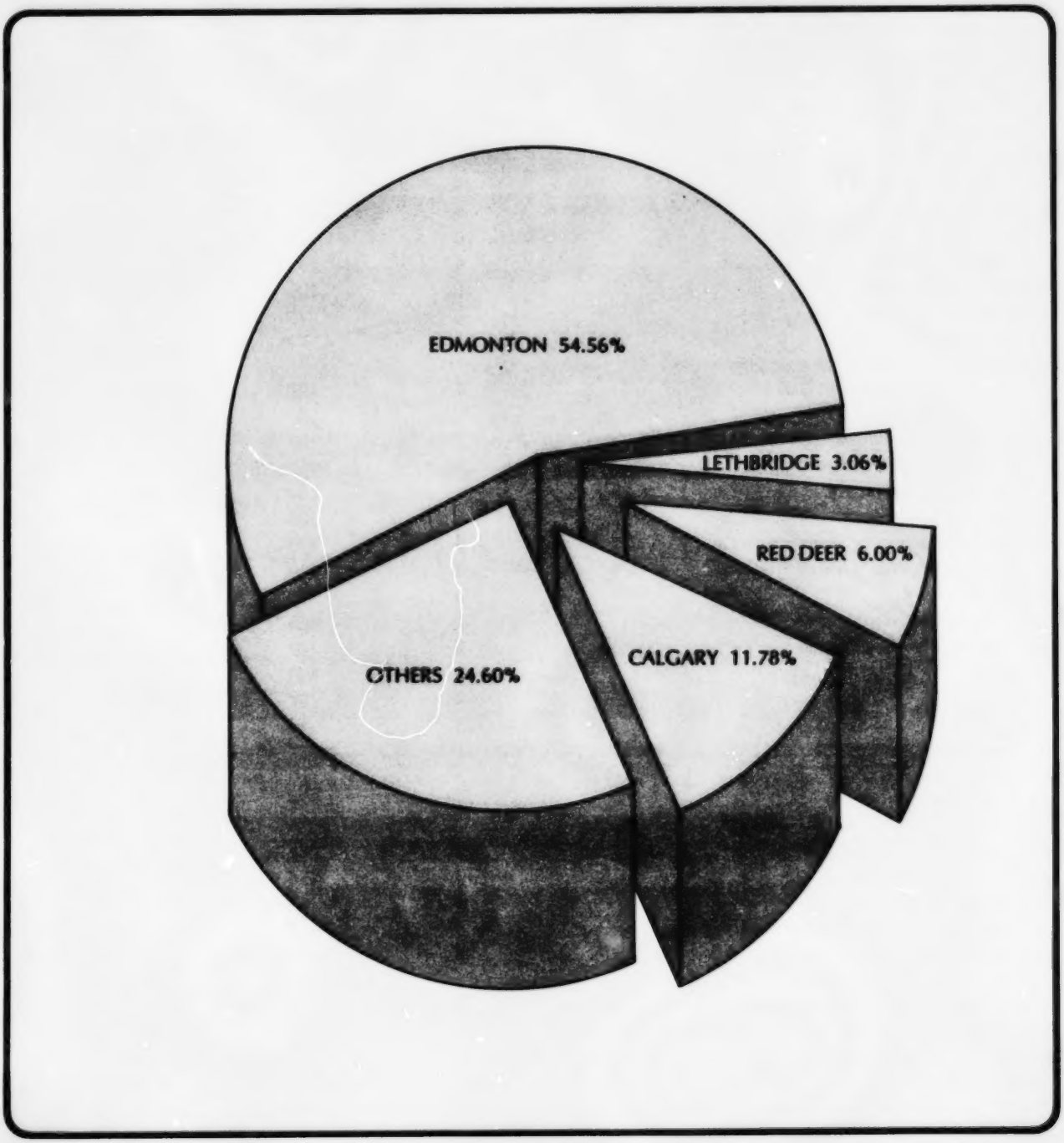
Department	Course Subsidizations	Education Leave
Advanced Education	78	7
Agricultural Development Corporation	23	0
Agriculture	855	15
Alberta Oil Sands Equity	1	0
Alberta Public Safety Services	26	1
Attorney General	142	1
Auditor General	45	0
Career Development and Employment	218	1
Community and Occupational Health	496	2
Consumer and Corporate Affairs	128	0
Culture and Multiculturalism	294	0
Economic Development and Trade	197	0
Education	61	0
Energy, Forestry, Lands and Wildlife	326	1
Environment	503	0
Federal and Intergovernmental Affairs	5	0
Hospitals and Medical Care	306	0
Labour	37	1
Legislative Assembly	1	0
Municipal Affairs	372	1
Public Affairs Bureau	14	0
Public Utilities Board	37	0
Public Works, Supply and Services	206	0
Recreation and Parks	277	0
Social Services	1,276	2
Solicitor General	494	0
Technology, Research and Telecommunications	6	0
Tourism	40	1
Transportation and Utilities	900	2
Treasury	150	0
TOTAL	**7,514**	**35**

* An employee who receives financial assistance while on staff development leave may be required to fulfill a return service commitment with the government, as set out in the Staff Development Leave Regulations.

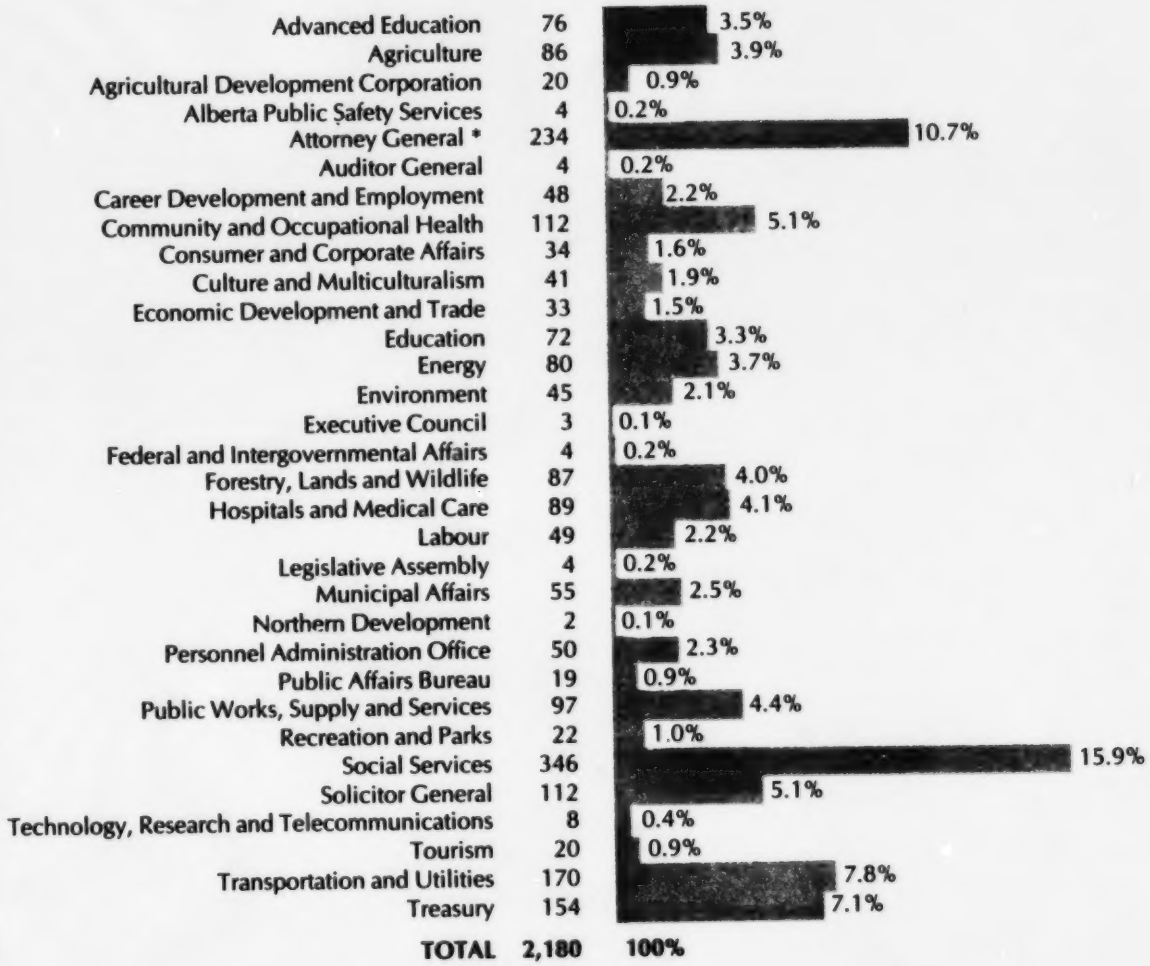
Staff Development Programs 1988

Program	Number of Courses	Number of Participants	Days of Duration	Training Days
Advanced Public Speaking	1	6	2	12
Career Counselling Skills for Personnel Administrators	1	15	2	30
Career Planning for Professionals	1	15	3	45
Consulting Skills I	9	217	5	1,085
Consulting Skills II	2	34	5	170
Dealing With the Public	5	89	2	178
Effective Public Speaking	6	81	2	162
Effective Writing Workshop	10	188	3	564
Essentials of Situational Leadership	6	98	3	294
Financial Management	5	106	2	212
Human Resource Management	4	70	5	350
Human Rights Workshop	5	79	1	79
Interpersonal and Organizational Skills for Clerical and Secretarial Staff	6	122	3	366
Interpersonal Communication	6	107	3	321
Introductory Career Planning	2	37	3	111
Logical and Creative Problem Solving	3	62	2	124
Management Development	9	194	5	970
Management Symposium	1	308	3	924
Management, Leadership and Motivation	9	199	5	995
Management Seminar	3	212	1	212
Managing Conflict	4	92	2	184
Managing the Decision Process	4	55	3	165
Managing the Planning Process	4	70	3	210
Managing Time	6	105	2	210
Meeting Skills	4	54	3	162
On the Job Training Methods	3	44	2	88
Personnel Series	1	14	1	14
Positive Communication — Increasing Your Influence	10	224	3	672
Power and Productivity	2	34	3	102
Preparing for the Job Interview	1	22	2	44
Pre-Retirement Planning	9	156	2	312
Report Writing Workshop	4	60	2	120
Senior Executive Development Program	5	137	5	685
Team Effectiveness	5	60	2	120
Women Entering A Management Role	1	21	4	84
Women Entering A Supervisory Role	7	181	4	724
Women Entering A Supervisory Role —Follow-Up	1	16	2	32
TOTALS	**165**	**3,584**	**105**	**11,132**

Distribution of Salaried Staff by Geographic Location December 31, 1988



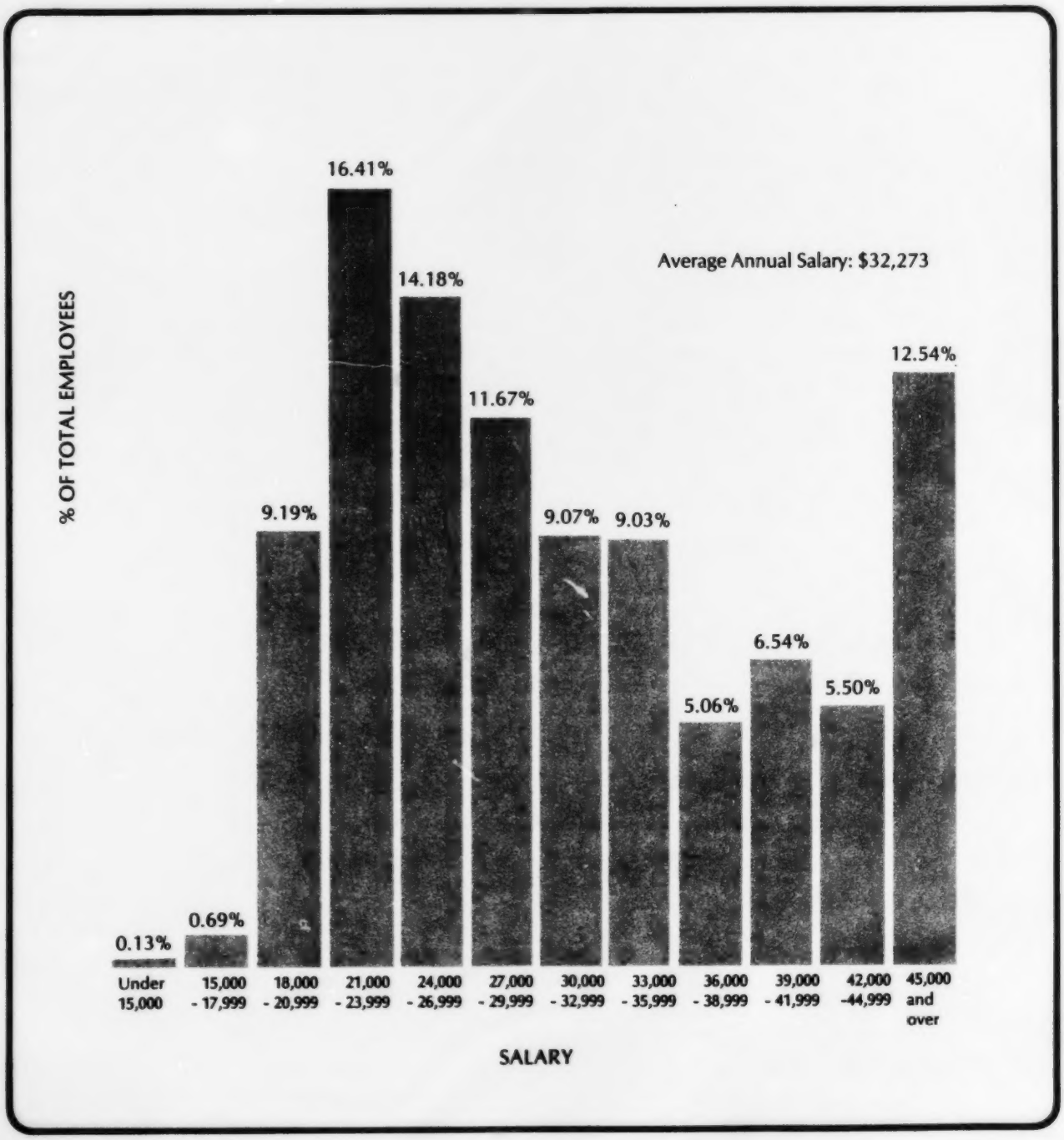
Percentage of Recruitment and Selection Competitions


Advanced Education 76 3.5%
Agriculture 86 3.9%
Agricultural Development Corporation 20 0.9%
Alberta Public Safety Services 4 0.2%
Attorney General * 234 10.7%
Auditor General 4 0.2%
Career Development and Employment 48 2.2%
Community and Occupational Health 112 5.1%
Consumer and Corporate Affairs 34 1.6%
Culture and Multiculturalism 41 1.9%
Economic Development and Trade 33 1.5%
Education 72 3.3%
Energy 80 3.7%
Environment 45 2.1%
Executive Council 3 0.1%
Federal and Intergovernmental Affairs 4 0.2%
Forestry, Lands and Wildlife 87 4.0%
Hospitals and Medical Care 89 4.1%
Labour 49 2.2%
Legislative Assembly 4 0.2%
Municipal Affairs 55 2.5%
Northern Development 2 0.1%
Personnel Administration Office 50 2.3%
Public Affairs Bureau 19 0.9%
Public Works, Supply and Services 97 4.4%
Recreation and Parks 22 1.0%
Social Services 346 15.9%
Solicitor General 112 5.1%
Technology, Research and Telecommunications 8 0.4%
Tourism 20 0.9%
Transportation and Utilities 170 7.8%
Treasury 154 7.1%
TOTAL 2,180 100%

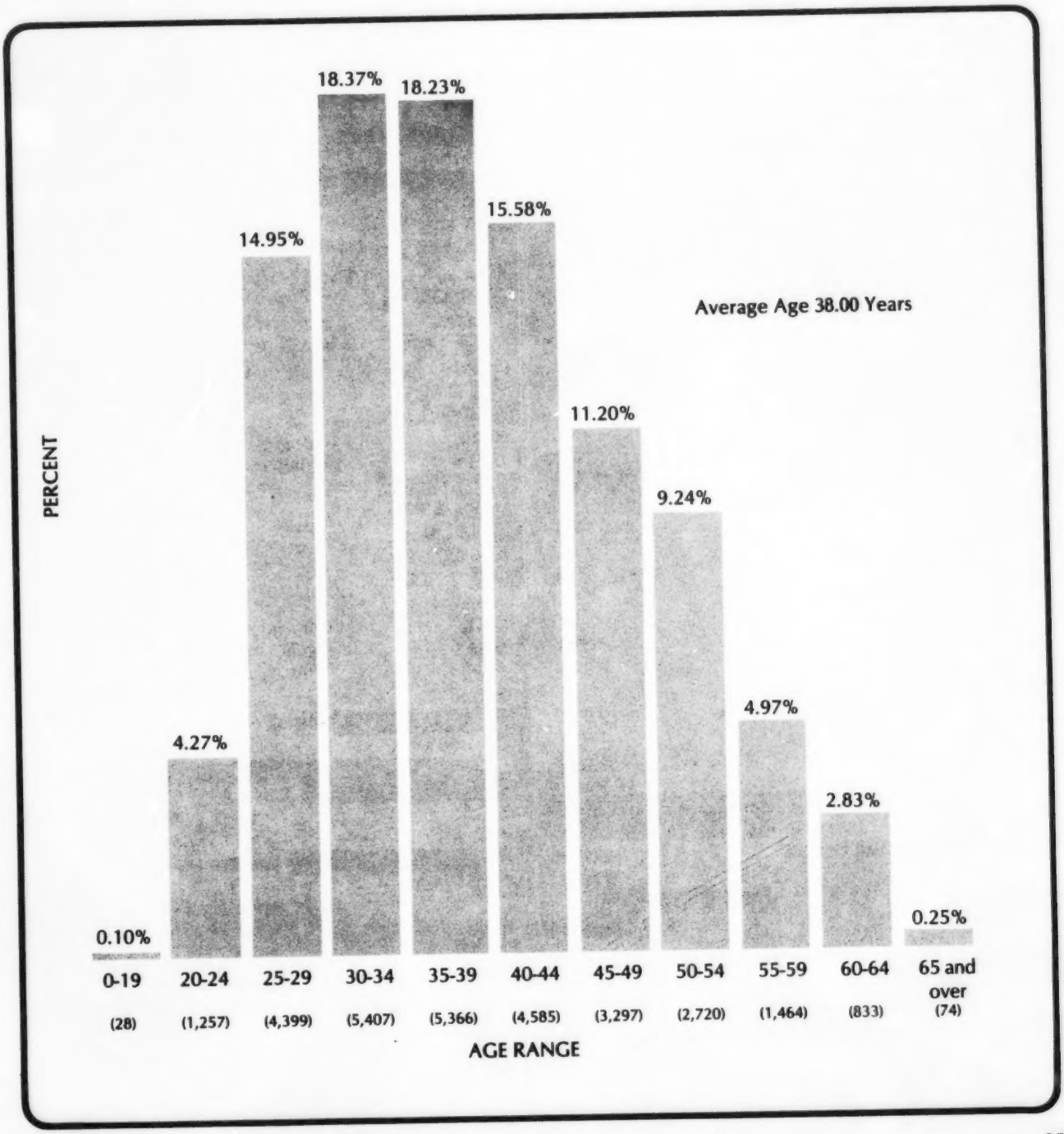
* Includes the Public Utilities Board

CONDUCTED BY DEPARTMENTS IN 1988

Annual Salary Distribution of Permanent Full Time Employees December 31, 1988



Age Distribution of Salaried Employees December 31, 1988



NOTE: Parentheses indicates number of employees

Distribution of Permanent Full Time Employees* December 31, 1988

Advanced Education	571	2.26%
Agriculture	1,221	4.83%
Agricultural Development Corporation	155	0.61%
Attorney General **	1,990	7.88%
Auditor General	101	0.40%
Career Development and Employment	409	1.62%
Community and Occupational Health	1,159	4.59%
Consumer and Corporate Affairs	316	1.25%
Culture and Multiculturalism	362	1.43%
Economic Development and Trade	227	0.90%
Education	662	2.62%
Electoral Office	6	0.02%
Energy	618	2.45%
Environment ***	955	3.78%
Executive Council	30	0.12%
Federal and Intergovernmental Affairs	57	0.23%
Forestry, Lands and Wildlife	1,539	6.09%
Hospitals and Medical Care	747	2.96%
Labour	485	1.92%
Legislative Assembly	40	0.16%
Municipal Affairs	703	2.78%
Northern Development	12	0.05%
Ombudsman	12	0.05%
Personnel Administration Office	138	0.55%
Public Affairs Bureau	185	0.73%
Public Safety Services	78	0.30%
Public Works, Supply and Services	2,108	8.35%
Recreation and Parks	479	1.90%
Social Services	4,006	15.86%
Solicitor General	2,436	9.64%
Technology, Research and Telecommunications	37	0.15%
Tourism	94	0.37%
Transportation and Utilities	2,589	10.25%
Treasury	733	2.90%
TOTAL	**25,260**	

* Treasury Branches not included
** Includes Public Utilities Board
*** Includes Environment Council of Alberta

Percentage of Non-Management Classification Transactions

Advanced Education	236	3.4%
Agriculture	195	2.81%
Agricultural Development Corporation	56	0.81%
Attorney General	633	9.11%
Auditor General	0	0.0%
Career Development and Employment	95	1.38%
Community and Occupational Health	411	5.92%
Consumer and Corporate Affairs	75	1.08%
Culture and Multiculturalism	139	2.0%
Economic Development and Trade	103	1.48%
Education	183	2.63%
Energy	190	2.73%
Environment	151	2.17%
Executive Council	8	0.11%
Federal and Intergovernmental Affairs	11	0.16%
Forestry, Lands and Wildlife	361	5.2%
Hospitals and Medical Care	443	6.38%
Labour	128	1.84%
Legislative Assembly	32	0.46%
Municipal Affairs	192	2.76%
Office of the Ombudsman	4	0.06%
Office of the Chief Electoral Officer	0	0.0%
Personnel Administration Office	56	0.81%
Public Affairs Bureau	50	0.72%
Public Safety Services	24	0.34%
Public Service Employee Relations Board	0	0.0%
Public Utilities Board	6	0.09%
Public Works, Supply and Services	480	6.91%
Recreation and Parks	117	1.68%
Social Services	1,078	15.53%
Solicitor General	696	10.02%
Technology, Research and Telecommunications	6	0.09%
Tourism	44	0.63%
Transportation and Utilities	533	7.67%
Treasury	210	3.02%
TOTAL	**6,946**	

CONDUCTED BY DEPARTMENTS IN 1988